



**USDA Forest Service  
State & Private Forestry  
Cooperative Forestry /  
Urban & Community Forestry**

# **Performance Measurement Accountability System**

**Desk Guide  
Revised June 2003**

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## CF/UCF-wide Accomplishments (“Directors’ Measures”)

The nine Directors’ Measures provide a comprehensive look at how Cooperative Forestry / Urban & Community Forestry (CF/UCF) helps build sustainable natural resources and communities. The measures compile information from individual programs to demonstrate the overall accomplishments of CF/UCF and the relative contribution of each program. They include and require periodic assessments of programs’ long-term environmental, economic, and social benefits.

The Directors’ Measures measure and evaluate programs’ performance at three stages: 1) increasing landowner and community capacity (knowledge, skills, and resources); 2) increasing action on the ground; and 3) improving environmental, economic, and social conditions. Each stage represents an overarching outcome of CF/UCF’s programs and projects.

### ***Landowner and community capacity***

Our objective is to “connect people to resources, ideas, and one another.” We focus on increasing landowner and community capacity to do natural resource planning, management, and conservation, achieve economic goals, and work together to address common challenges.

#### **1. Total # of engaged landowners**

Includes landowners engaged in Stewardship, FLEP, and Legacy that have received financial, technical, and educational assistance. Also includes landowners referred to consulting foresters and other partners. Includes all new and returning landowners assisted in a given year. Will be compared to the total # of eligible communities (NIPF landowners). Summary of PMAS A1, A2, and A3.

#### **2. Total # of engaged communities**

Includes communities engaged in UCF and EAP that have received financial, technical, and educational assistance (all activity levels). Includes all new and returning communities assisted in a given year. Will be compared to the total # of eligible communities. Summary of PMAS A4 and A5.

#### **3. Examples of partnerships that work across multiple ownerships**

Includes State, regional, and Washington Office projects and partnerships that leverage landscape-scale management and conservation across multiple ownerships. Will be derived from Narratives provided by States, Regions, and the Washington Office.

### ***Action on-the-ground***

Our objective is to increase the number of landowners and communities “caring for forests and their communities.” This includes active management and conservation of natural resources, and work towards socio-economic goals. The measures below only capture the direct effects of our programs on the ground. They do not capture all actions leveraged by our programs and projects.

**4. # acres actively managed or conserved by landowners**

Acres where landowners who have participated in our Stewardship, FLEP, or Legacy have implemented management plans, conducted management activities, or established conservation easements. Summary of PMAS B1, B2, B3.

**5. # communities actively managing and conserving natural resources**

Includes communities who have participated in UCF or EAP that are undertaking management or conservation activities (e.g implementing management plans, planting trees, utilizing conservation easements, establishing green space). Summary of PMAS B4 and B5.

**6. # communities actively working to achieve social and economic goals**

Includes communities who have participated in EAP that are actively working to achieve social and economic goals (e.g. implementing comprehensive plans, helping local businesses, conducting cultural festivals). Derived from PMAS C4.

***Environmental, economic, and social benefits***

Management, conservation, and other activities undertaken by landowners and communities result in sustainable natural resources with multiple benefits, healthy and diverse economies, and strong relationships and communication.

**7. Environment: Assessment of the impacts of CF/UCF-promoted management and conservation activities on the extent and condition of natural resources**

A periodic research assessment will evaluate the impact of CF/UCF-promoted management and conservation activities on the extent and condition of natural resources.

**8. Economic: Examples and assessment of the economic outcomes of CF/UCF activity for landowners and communities, including low income and minority groups**

Periodic research assessments and examples evaluate impacts on economic conditions for landowners, urban and rural communities, and low income and minority groups.

**9. Social: Examples and assessment of projects that helped individuals and groups work together to achieve common goals**

Periodic research assessments will evaluate the success of work at building strong relationships and communication between diverse groups. These outcomes foster a vibrant civic society where people work together to address common challenges and achieve common goals.

## Narratives

States are asked to report no more than one success story by program using a check off system that identifies the major program area involved (Landowner Assistance, Economic Action, Urban & Community Forestry). The check off system uses a combination of key word descriptors, abstract (less than 500 words), key contact information, and URL links, if available. From this information, a sampling of stories will be selected and developed into complete narratives by working with the listed contact person. Information from the narratives will also be used for Directors' Measures 3, 7, 8, and 9.

For 2004, we will also collect success story information from Regional and Washington Office staffs. These narratives will focus on projects and partnerships that leverage landscape-scale management and conservation across multiple ownerships. This information will be used for Directors' Measure 3.

## Landowner and Rural Forestry Assistance

### Forest Stewardship/Forest Resource Management

States provide the following information on an annual basis. Totals reflect annual accomplishments and are not cumulative from previous years. Report acres only once.

		Unit of Measurement	Instructions	Who/ How Often
<b>1</b>	<b>Engaged landowners:</b> # of landowners participating	# landowners	Estimate the number of landowners receiving technical assists, financial assists, technology transfers, and referrals under the Forest Stewardship program. Report each landowner only once per reporting period. Count co-owners as one landowner.	States / Annual
<b>2</b>	<b>Forest Stewardship Plans</b>	Acres	Report the number of acres covered by approved Forest Stewardship Plans.	States / Annual
<b>3</b>		# of Plans	Report the number of Forest Stewardship Plans approved by the State Forester.	States / Annual
<b>4</b>	<b>Revised Forest Stewardship Plans</b>	Acres	Report the number of acres covered by approved Revised Forest Stewardship Plans. A revised plan is a material change or update in all or part of the plan requiring field time.	States / Annual
<b>5</b>		# of Plans	Report the number of revised plans approved by the State Forester.	States / Annual
<b>6</b>	<b>Other Forest Management Plans</b>	Acres	Report the number of acres covered by Forest Management Plans other than Stewardship that were written with Forest Stewardship program assistance, including RFA and FRM.	States / Annual
<b>7</b>		# of Plans	Report the number of Forest Management Plans other than Stewardship that were written with Forest Stewardship program assistance, including RFA and FRM.	States / Annual
<b>8</b>	<b>Management Activities:</b> Tree Planting, Seeding, and Forest Stand Improvement	Acres	Report acres affected by management activities (tree planting, seeding, and forest stand improvement) resulting from Stewardship program assistance, including RFA and FRM. Do not report acres that are reported below in FLEP outputs 14-24.	States / Annual

**Summaries and Analyses (for Directors' Measures)**

A1. Total # of landowners engaged through technical, financial, and educational assistance	Total # landowners	Derived from output 1.	Auto Tally
B1. # acres where landowners are actively managing or conserving natural resources (implementation of management plans)	# acres	Derived from outputs 2-8. The number of acres on which landowners have implemented plans will be estimated through region-specific multipliers. The Stewardship national program manager will work with each region to establish multipliers (average implementation rates) and to update these periodically (every 5 years).	Auto Tally

**Summaries and Analyses (Other)**

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1. # of implemented Stewardship and other management plans;	Auto Tally
2. Average acreage of Stewardship and other management plans;	
3. Acres of implemented Stewardship and other management plans;	
4. Acres of management activities (includes tree planting, seeding, and forest stand improvement).	

## Forest Land Enhancement Program (FLEP)

States provide the following information on an annual basis. Totals reflect annual accomplishments and are not cumulative from previous years. Report only on activities funded by FLEP. Report acres only once based on the primary purpose of the activity. For cost-share, report only on acres directly treated except for agroforestry where acres protected is the reportable area; and roads, where the total road area protected by the practice is reported in acres of road area. Do not estimate the number of additional acres that might be affected.

		Unit of Measurement	Instructions	Who/ How Often
<b>9</b>	<b>Engaged landowners:</b> # of landowners participating	# landowners	Estimate the number of landowners receiving technical assists, financial assists, technology transfers, and referrals under the FLEP program. Report each landowner only once per reporting period. Count co-owners as one landowner.	States/ Annual
<b>10</b>	<b>FLEP funding</b> by category	\$ spent on financial assistance	Total FLEP funds spent on cost-share	States/ Annual
<b>11</b>		\$ spent on technical assistance	Total FLEP funds spent on technical assistance	States/ Annual
<b>12</b>		\$ spent on education	Total FLEP funds spent on educational projects	States/ Annual

### Cost Share Practices

<b>13</b>	Management plans funded by FLEP	Acres	Report the number of acres with new or revised management plans funded by FLEP. Development or revision of Forest Stewardship Plans or upgrading Forest Management Plans to meet or exceed Forest Stewardship Plan standards. Stewardship Plans should also be reported under outputs 2-5.	States/ Annual
<b>14</b>	Afforestation and reforestation	Acres	Report the number of acres of tree planting.	States/ Annual
<b>15</b>		Acres	Report the number of acres treated to encourage natural regeneration. Include site preparation, planting, and practices to encourage natural regeneration, and other practices necessary to ensure forest establishment, primarily for fiber production and carbon sequestration.	States/ Annual



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<b>16</b>	Forest stand improvement	Acres	Report the number of acres treated to maintain or improve the growth and quality of trees or special forest products (e.g. thinning, pruning, release, fertilization).	States/ Annual
<b>17</b>	Agroforestry	Acres	Report the number of acres protected by planting, renovation or maintenance. Include renovation of windbreaks or other practices using trees and shrubs in conjunction with agricultural land use, including practices for energy conservation and carbon sequestration. Reportable acres for renovation and maintenance is the area protected or improved by the practice. Protected area is computed using 10H.	States/ Annual
<b>18</b>	Water quality improvement and watershed protection	Acres	Report the acres of riparian buffer and wetlands established, improved, or restored; eroded/degraded uplands restored; and forest roads treated for erosion control/water quality protection. Road treatment measurement includes the road area impacted by the treatment.	States/ Annual
<b>19</b>	Fish and wildlife habitat	Acres	Report the acres treated to create, improve, or restore fish and wildlife habitat	States/ Annual
<b>20</b>	Forest health and protection	Acres	Report the acres treated to protect, improve or restore forest health (thinning, pruning, fertilization, animal damage control in established stands).	States/ Annual
<b>21</b>	Control of invasive species	Acres	Report the acres treated to eradicate, control, or reduce the spread of invasive species. Include only acres directly affected.	States/ Annual
<b>22</b>	Wildfire and catastrophic event risk reduction	Acres	Report the acres treated to reduce the potential damage from wildfire or other catastrophic events. Include only acres directly affected.	States/ Annual
<b>23</b>	Restoration from wildfire and catastrophic events	Acres	Report the acres of restoration practices following a wildfire or other catastrophic events. Include only acres directly affected.	States/ Annual
<b>24</b>	Special practices	Acres	Report the acres of State specific special practices.	States/ Annual

## Technical Assistance

<b>25</b>	Field assists NOT relating to FLEP cost-share applicants	Acres	Report the number of acres affected by technical assists. Report only those field assists delivered to landowners not receiving cost share.	States/ Annual
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## Education

<b>26</b>	Education practices funded by FLEP	Acres	Report the approximate number of NIPF landowner acres impacted by education practices. This should reflect forest management activities that landowners consider doing as a result of educational activities, or management activities on NIPF lands as a result of education to	States/ Annual
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		consultants, loggers, etc. This does not include cost-share practices.	
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## Summaries and Analyses (for Directors' Measures)

A2. Total # of landowners engaged through technical, financial, and educational assistance	Total # landowners	Derived from output 10.	Auto Tally
B2. # acres where landowners are actively managing natural resources (acres of cost-share)	# acres	Direct effect on forest condition. Derived from outputs 13-24 (cost-share).	Auto Tally

## Summaries and Analyses (Other)

1. FLEP funding per category of assistance (cost-share, technical assistance, education);	Auto Tally
2. Acres with cost shared practices (by primary purpose);	
3. Acres affected by technical assistance;	
4. Acres affected by educational practices.	

## Forest Legacy Program

Regions and States provide information on a project-by-project basis in the Forest Legacy Information System (FLIS). The following three outputs are new additions to FLIS.

		Unit of Measurement	Instructions	Who/ How Often
New	Parcels prevented	Number of parcels prevented	Calculate the number of parcels that will be prevented by this project. Use existing zoning regulations to determine the number of potential parcels. For project areas with no zoning regulations, enter N/A into the input field.	State/ Per Project
New	Public benefits	Primary benefit	Identify the primary and secondary public benefits driving the protection of the tract. Select each from the list below at the time the project is entered into the FLIS database (the selection can be changed in the future if necessary).	State/ Per Project
New		Secondary benefit		
			1. Fish and Wildlife Habitat Protection 2. T&E species Protection 3. Scenic Resources Protection 4. Cultural Resources Protection 5. Watershed or Water supply Protection 6. Riparian Area Protection 7. Public Recreation Use 8. Rural Economic Landbase Protection	

### Summaries and Analyses (for Directors' Measures)

A3. Total # of landowners engaged through Legacy projects (# of projects)	Total # landowners	Derived from the number of projects. Assumes one landowner is involved per project, recognizing that sometimes multiple landowners are involved in a single project.	Auto Tally
B3. # acres where landowners are actively conserving natural resources (acres of fee simple and conservation easements)	# acres	Acreage of completed projects (fee simple and conservation easements). Derived from FLIS.	Auto Tally

### Summaries and Analyses (Other)

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1. Number of parcels prevented		Derived from FLIS.	Auto Tally
2. Acreage conserved (by public benefits provided)		Derived from FLIS.	Auto Tally
3. Acres protected (by acquisition type)	Acres -- fee simple	Derived from FLIS.	Auto Tally
	Acres -- conservation easements		Auto Tally
	Cases completed -- fee simple		Auto Tally
	Cases completed -- conservation easements		Auto Tally
4. Acres protected (by whom acquired)	Acres -- FS fee simple	FS acquired fee simple properties with the title held by the US. Derived from FLIS.	Auto Tally
	Acres -- FS conservation easements	FS acquired conservation easement properties with the title held by the US. Derived from FLIS.	Auto Tally
	Acres -- State fee simple	State acquired fee simple properties with the title held by the State. Derived from FLIS.	Auto Tally
	Acres -- State conservation easements	State acquired conservation easement properties with the title held by the State. Derived from FLIS.	Auto Tally
	Acres -- Local fee simple	Local Government acquired fee simple properties with the title held by a local unit of government. Derived from FLIS.	Auto Tally
	Acres -- Local conservation easements	Local Government acquired conservation easement properties with the title held by a local unit of government. Derived from FLIS.	Auto Tally
	Acres -- Land trust fee simple	Land Trust acquired fee simple properties with the title held by a qualifying land trust. Derived from FLIS.	Auto Tally

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	Acres -- Land trust conservation easements	Land Trust acquired conservation easement properties with the title held by a qualifying land trust. Derived from FLIS.	Auto Tally
5. Funding provided by different organizations	\$ FS Funds Paid for Acquisitions	The FS funds used to pay for acquisitions completed during the fiscal year. This includes funds granted to States that are used for acquisitions. The value of a completed acquisition is the appraised value. The value of a planned acquisition may be estimated. Derived from FLIS.	Auto Tally
	\$ State Funds Paid for Acquisitions	The State funds used to pay for acquisitions completed during the fiscal year. Derived from FLIS.	Auto Tally
	\$ Local Paid for Acquisitions	The Local Government funds used to pay for acquisitions completed during the fiscal year. Derived from FLIS.	Auto Tally
	\$ Land Trust Paid for Acquisitions	The Land Trust funds used to pay for acquisitions completed during the fiscal year. Derived from FLIS.	Auto Tally
	\$ Other Acquisition funds	Other funds used to pay for acquisitions completed during the fiscal year. Derived from FLIS.	Auto Tally
	\$ Value of Landowner Donations	The value of landowner donations of qualifying properties to either the FS, State, Local Government or a Land Trust. Derived from FLIS.	Auto Tally
	\$ Total Value of Land Tracts Acquired	The total value of all land tracts acquired from all the above sources during the fiscal year.	Auto Tally
6. Estimate of demand: Forest Legacy tract backlog	\$ Value of Land Tracts	The dollar value of the prioritized list of tracts approved by the State and accepted by the FS as potential future acquisitions. Derived from FLIS.	Auto Tally
	Acres Area of Land Tracts	The acreage of the prioritized list of tracts approved by the State and accepted by the FS as potential future acquisitions. Derived from FLIS.	Auto Tally
	Cases Identified	Cases identified for potential future acquisition. Derived from FLIS.	Auto Tally

## Economic Action Programs

Regions, States and other program delivery partners provide information on a project-by-project basis in the Program Management Tool (PMT). No changes have been made to the PMT for 2004. The below items demonstrates how information from the PMT will be analyzed and reported.

### Summaries and Analyses (for Directors' Measures)

A4. Total # of communities engaged through Economic Action Programs	# communities	Derived from data entered in EAP-PMT. Includes benefiting communities receiving technical and financial assistance, technology transfer, or other services in a given year as well as those entities in a long-term relationship that did not require assistance but are continuing to work in partnership with the Forest Service, delivery partners, and/or other communities/organizations as a result of previous assistance.	Auto Tally
B4. # communities actively managing and conserving natural resources	# communities	Derived from data in EAP-PMT Projects-Activities section. Includes communities and organizations undertaking activities that led to the restoration or sustainable use of natural resources.	Auto Tally
C4. # communities actively working to achieve social and economic goals	# communities	Derived from data in EAP-PMT Projects-Activities section. Includes communities and organizations actively working towards economic goals and actively working toward building human or social capital.	Auto Tally

### Summaries and Analyses (Other)

1. Engaged Communities and Organizations, including tribes, minority, and underserved communities/organizations.	Engaged Communities and Organizations, including tribes, minority, and underserved communities/organizations	Derived from data entered in EAP-PMT for communities and organizations actively participating in EAP-related efforts, in short- and long-term relationships with the Forest Service and its delivery partners. Data includes all those receiving technical and financial assistance, technology transfer, or other services in a given year as well as those entities in a long-term relationship that did not require assistance but are continuing to work in partnership with the FS, delivery partners, and/or other communities/organizations as a result of previous assistance.	Auto Tally
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2. Communities/organizations working towards long-term solutions and building capacity to manage change	# communities in each category of working relationship with EAP	Derived from data entered in the EAP-PMT Projects-Activities section. Community Capacity (CC) Categories include (A) Start-up – Activities generally include organizing, planning, developing basic measurement tools/process, and capacity building; (B) Transitional – Activities include capacity building, plan implementation, project development and management, leadership development, etc.; and (C) Engaged – Activities include community involvement in larger scale issues, community providing technical assistance to others, leadership beyond the bounds of a single place, etc.	Auto Tally
3. Communities and Organizations w/ Local Strategic Plans/Business Plans or actively developing their plans	By CC category #communities with plans, #organizations with plans	Derived from data entered in EAP-PMT for communities and organizations with current Local Strategic Action Plans or equivalent strategic document and those in the process of developing such a document. CC Categories are delineated in measure 1 above.	Auto Tally
	Ratio of communities and organizations with plans to the total number engaged	Ratio is based on the numbers in the above measure 1 compared to the numbers in this measure 3	Auto Tally
4. Increased community capacity to manage change – continuous learning and/or outcome measurement	# communities #organizations with process for learning from outcomes	Derived from data entered in EAP-PMT for communities and organizations with current Local Strategic Action Plans or equivalent strategic document AND a community-based process for reflecting on and learning from the outcomes of their actions and decisions. Three subcategories of community-based outcomes: (a) Managing or conserving natural resources; (b) Actively working toward economic goals; and (c) Actively working toward building human or social capital.	Auto Tally
5. Demand and met/unmet demand for financial assistance	\$ requested vs. \$ awarded	Derived from data entered in EAP-PMT for communities and organizations requesting financial assistance from FS EAP. Data includes overall unmet demand & categories of activities.	Auto Tally
6. Activities that led to the restoration or sustainable use of natural resources	By CC category # activities	Derived from data entered in EAP-PMT for communities and organizations in the Projects – Activities section. CC categories are delineated in measure 2 above.	Auto Tally
7. Activities that led to improvement in local economic conditions, including the subcategory of activities that led to local investment by others	By CC category # activities	Derived from data entered in EAP-PMT for communities and organizations in the Projects – Activities section. CC categories are delineated in measure 2 above.	Auto Tally
8. Activities that led to increased human or social capital.	By CC category # activities, \$ invested by FS, \$ invested by others	Derived from data entered in EAP-PMT for communities and organizations in the Projects – Activities section. CC categories are delineated in measure 2 above.	Auto Tally

## Urban and Community Forestry

States provide the following information on either an annual or periodic basis. Totals reflect annual accomplishments and are not cumulative from previous years.

		Unit of Measurement	Instructions	Who/ How Often
27	Number of communities by activity level	# of Communities in Project Level Program	Project level communities are those where assistance to do projects such as Arbor Day, tree planting, grants or one-time events are taking place. These communities have not expanded from projects to program with infrastructure for conserving, establishing, or managing trees, forests, greenspace, and related natural resources within their environments.	States / Annual
28		# of Communities in Formative Level Program	Formative level communities have recognized that trees, forests, and green space are assets to their community and are initiating community based natural resource programs with the help of the Urban and Community Forestry program technical or financial assistance. Technical assistance activities under this stage include the establishment of citizen organizations and structures with interest in trees, forests and related natural resources in their community, discussions with community leaders, basic or more comprehensive assessments of natural resources and/or conditions, Arbor Day celebrations, organized community meetings, networking and coordination.	States / Annual
29		# of Communities in Developmental Level Program	Developmental communities have initiated community-based forestry and natural resource related programs and are pursuing additional activities to improve and enhance these resources. Technical assistance activities include assisting citizen organizations and advisory or governing organizations in planning, policy and budget development, meetings, workshops, urban natural resource inventories and ecological assessments, management plan and/or ordinance development, review of policies related to land use and development, and engaging in partnership development.	States / Annual
30		# of Communities in Sustained Level Program	Sustained level communities have a community-based forestry or natural resource program organized well enough such that community based organizations or municipal agencies are functioning on their own with appropriate support from multiple levels. Annual planning, community leadership and systematic approach to conservation and management of trees, forests, and related	States / Annual



Performance Measurement Accountability System (PMAS) -- 2004

			natural resources characterize these communities. Technical assistance enhances existing programs but is more infrequent than previous levels.	
<b>31</b>	Volunteers involved in all phases of urban forestry programs.	Volunteer days	Report the number of volunteer days for volunteers involved in all phases of urban forestry program activities. A day is chosen because most events require an investment of at least 6 hours of time and additional travel or training, if hours or dollars are used at the local level please make the conversions to days	States / Annual
<b>32</b>	Projects and Outreach to culturally and/or economically diverse communities	# Projects and activities	Projects and activities for culturally/economically diverse areas or neighborhoods or those that may be identified through census or other means or that occur in culturally or ethnically diverse communities, or by underserved or economically challenged or those organizations that identify themselves as social justice/equity organizations of place or interests or to organizations that serve these constituencies.	States / Annual

**Summaries and Analyses (for Directors' Measures)**

A5. Total # of communities engaged	Total # communities	Sum of 27-30 (communities at all levels)	Auto Tally
B5. # communities actively managing and conserving natural resources	# communities	Sum of 29 and 30 (communities in developmental and sustained levels).	Auto Tally